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WASHINGTON, D.C. 20268–0001

ANNUAL COMPLIANCE REVIEW, 2015	Docket No. ACR2015

RESPONSES OF THE UNITED STATES POSTAL SERVICE TO QUESTIONS 1-6, 8-10 OF CHAIRMAN'S INFORMATION REQUEST NO. 11

The United States Postal Service hereby provides its responses to the above-listed questions of Chairman's Information Request No. 11, issued on February 8, 2016. Each question is stated verbatim and followed by the response. The response to Question 7 is still being prepared.

Respectfully submitted,

UNITED STATES POSTAL SERVICE

By its attorneys:

Daniel J. Foucheaux, Jr.
Chief Counsel, Pricing & Product Support

Eric P. Koetting

475 L'Enfant Plaza, S.W.
Washington, D.C. 20260-1137
(202) 277-6333
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RESPONSES OF THE UNITED STATES POSTAL SERVICE TO CHAIRMAN'S INFORMATION REQUEST NO. 11

1. Please refer to Responses of the United States Postal Service to Questions 15-26 of Chairman's Information Request No. 2, January 19, 2016 (Responses to CHIR No. 2), question 15.

a. Please provide more detail about the "Kaizen events," including:

i. A list of the facilities where the Kaizen events occurred and the dates of each event; and

ii. The summary documents and action plans for each Kaizen event. If no summary documents were prepared, please describe in detail what the Postal Service learned from each Kaizen event.

b. Please describe what is meant by the term "highest impact facilities" and explain how those facilities were chosen.

c. Please list the "highest impact facilities" where Postal Service improvement teams were deployed.

d. What "processing and network constraints" did the Postal Service improvement teams identify?

e. Please list when (*e.g.,* quarter) and where (*e.g.,* facility or district) the constraints occurred.

f. Please explain how a higher ratio of allied to productive distribution negatively affects service performance.

g. The Postal Service stated that "[l]ess dense trays and containers have a higher risk to impact service performance." Please explain how tray and container density relates to service performance.

h. Does the Postal Service wait until First-Class Mail Flats trays and containers are full before commencing subsequent processing steps?

i. The Postal Service uses the term "lean and continuous improvement tools." Please provide a description of each of the "lean and continuous improvement tools" that the Postal Service is referring to and explain how each of these activities will improve overall service performance.

RESPONSE:

a. i. Kaizen events were done in Boston MA, Brooklyn NY, San Juan PR, Cincinnati OH, Columbus OH, Denver CO, Detroit MI, Bangor ME, Fort Worth TX, Los Angeles CA, Miami FL, New Orleans LA, North Houston TX,

Queens NY, Rocky Mount NC, St. Paul MN, Springfield MA, Phoenix AZ, Sacramento CA, St Louis MO, Dallas TX and Omaha NE.

These events occurred on multiple dates in Quarters 2, 3 and 4.

ii. Kaizen events were documented using standard A3 or project summary. Among the root causes identified were delays in the opening unit and tray sortation, mail not worked in First In First Out therefore impacting the Work In Progress (WIP) and transportation misalignment where certain destinations were arriving after Critical Entry Time therefore mail missing the processing window. Action items and solutions were identified and implemented in all facilities. Findings were also shared with other facilities to have them review their process and correct any isolated defects.

b. "Highest impact facilities" refer to those facilities that have the highest impact to the overall national service performance. These facilities have the highest opportunity to improve the total overall performance.

c. Service improvement teams were deployed in Boston MA, Brooklyn NY, San Juan PR, Cincinnati OH, Columbus OH, Denver CO, Detroit MI, Bangor ME, Fort Worth TX, Los Angeles CA, Miami FL, New Orleans LA, North Houston TX, Queens NY, Rocky Mount NC, St. Paul MN, Springfield MA, Phoenix AZ, Sacramento CA, St Louis MO, Dallas TX and Omaha NE.

d. Service improvement teams identified two primary issues with potential processing and network constraints. The processing constraints were mainly due to mail processing ability to open and sort trays in a timely fashion and have

all mail available for secondary processing. Network constraints were due to air capacity issues which impacted mail being at destination prior to Critical Entry Time (CET). In addition, there was surface transportation between specific pairs that were not aligned to enter by destination CET.

e. There were isolated issues of processing and network constraints, but majority occurred in the sites to which service improvement teams were deployed. These constraints were primary in Quarter 2, but some extended through Quarters 3 and 4. Service improvement teams were deployed in Boston MA, Brooklyn NY, San Juan PR, Cincinnati OH, Columbus OH, Denver CO, Detroit MI, Bangor ME, Fort Worth TX, Los Angeles CA, Miami FL, New Orleans LA, North Houston TX, Queens NY, Rocky Mount NC, St. Paul MN, Springfield MA, Phoenix AZ, Sacramento CA, St Louis MO, Dallas TX and Omaha NE.

f. In its response to CHiR 2 question 15a, the Postal service stated that, "As a mail processing initiative, the Postal Service continues to perform sort plan optimization with the goal of reducing extra handling. However, these efforts have not correlated to service improvement mainly because of continued flats volume decline which increases the ratio of allied to productive distribution."

The response did not indicate that a higher ratio of allied to productive distribution negatively affects service performance; rather, the decline in flats volume negatively affected service performance. The decline in flat volume also

resulted in an increase in the ratio of allied to productive distribution, but that was not necessarily linked to the decline in service performance.

g. Low density trays results in mail potentially losing its facing and alignment, making destination processing less efficient and more prone to rejects and missorts. Low density containers can be potentially mistaken for empty equipment or result in misroutings due to improper container consolidations.

h. Although full trays and containers are ideal, the Postal Service must in some cases, dispatch partially filled containers to meet scheduled transportation, operating plan requirements and service commitments.

i. The Postal Service utilizes Continuous Improvement and Lean methodologies which rely on collaborative team efforts analyzing data to improve performance and systematically remove defects. Some of these tools are process flow maps, value stream maps, cause and effect diagram, pareto charts, process capability analysis, correlation analysis, control charts and gemba walks among others. The combination of these tools and analysis clearly identify the root cause, service defects and highest area of opportunity. In order to improve service performance, a clear understanding and identification of the root cause, supported by data analysis is needed to identify solutions and correct the problem.

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2. Please refer to the Postal Service's Responses to CHIR No. 2, question 16.

a. What changes have been made to "mail makeup and entry to improve mail flow and streamline operations?"

b. Please explain how changes to mail makeup and entry will improve mail flow and streamline operations for Standard Mail Carrier Route and Flats.

c. Please specify what actions the Postal Service has taken in accordance with its' "strong focus… on last mile impact, specifically on Carrier Route Bundles."

d. The Postal Service stated that "the increased package volume competes for bundle processing machine availability." Please describe the decision process used to determine which mail is processed first on bundle processing machines.

e. Please explain the circumstances that might lead to bundles and packages being processed concurrently on bundle processing machines and identify how often this occurs.

f. The Postal Service stated that "[l]ess dense trays and containers have a greater risk of impacting service performance." Please explain how tray and container density relates to service performance.

g. Does the Postal Service wait until Standard Mail Carrier Route and Flats trays and containers are full before commencing subsequent processing steps?

h. The Postal Service uses the term "lean and continuous improvement tools." Please provide a description of each of the "lean and continuous improvement tools" that the Postal Service is referring to and explain how each of these activities will improve overall service performance.

i. Please describe how the 21 new package sorter machines will help "increase package capacity and eliminate competing processing windows between higher package volume and bundle processing." In which postal district(s) or service area(s) were the 21 package sorter machines deployed?

RESPONSE:

a. As stated in the 2015 Annual Compliance Report, "For Standard Mail, the April 2015 structure included per piece pricing for FSS eligible pieces in scheme bundles on/in any container, at all entry points, and per piece pricing for FSS eligible pieces in scheme bundles on/in FSS scheme and facility containers

entered at the destination FSS." These changes were designed to encourage mailers to prepare FSS Scheme and/or facility pallets that could be entered at FSS sites.

For Standard Mail Carrier Route flats in non-FSS zones, to support mail processing and delivery operations, pure pallets of 5 digit carrier route bundles were offered with no 5 digit residual bundles.

b. As of result of the changes for Standard Mail in FSS zones, more volume can be isolated and processed earlier in the operational window for FSS processing as well as bypassing more costly upstream handlings.

As a result of the changes for Standard Mail Carrier Route flats in non-FSS zones, more volume bypasses upstream bundle and single piece distribution.

c. Utilization of improved scanning and analytics enables the Postal Service to identify mailflow and delivery issues for specific post offices and put corrective measures in place to eliminate last mile failures. Mail Processing operations are focused on efficiently advancing volume to post offices prior to the schedule delivery to mitigate last mile impacts. The Postal Service is also reissuing color code policy to ensure all mail is properly identified with the appropriate delivery standard.

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d. Each mail class has specific arrival profiles and processing commitments in line with Critical Entry Times (CET) and Clearance Times (CTs) to meet the required service standards. Operating plans, which include the processing sequence, are developed based on projected volumes to align with volume arrival profiles, CETs and CTs based on downstream secondary processing requirements and service standard commitments.

e. Bundle processing may be done concurrently with package sortation when performing sortation for the local service area and there is insufficient processing window to support separate processing. This is done because most of the separations are dispatched directly to delivery units. This saves on the allied time required to setup and dispatch a machine as well as consolidating containers for the delivery office. There are several factors that drive the ability/need to sort these products together. These include volume, number of separations, downflow requirements, number of machines, and processing window.

Due to the local nature of this situation, we are unable to determine how frequently this occurs.

f. Low density trays results in mail potentially losing its facing and alignment, making destination processing less efficient and more prone to rejects and missorts. Low density containers can be potentially mistaken for empty equipment or result in misroutings due to improper container consolidations.

g. Although full trays and containers are ideal, the Postal Service must in some cases, dispatch partially filled containers to meet scheduled transportation, operating plan requirements and service commitments.

h. The Postal Service utilizes Continuous Improvement and Lean methodologies which rely on collaborative team efforts analyzing data to improve performance and systematically remove defects. Some of these tools are process flow maps, value stream maps, cause and effect diagram, pareto charts, process capability analysis, correlation analysis, control charts and gemba walks among others. The combination of these tools and analysis clearly identify the root cause, service defects and highest area of opportunity. In order to improve service performance, a clear understanding and identification of the root cause and supported by data analysis is needed to identify solutions and correct the problem.

i. The accelerated deployment of 21 Small Package Sorting Systems prior to Peak Season 2015 provided the deployment sites with increased package capacity. Providing capacity deficient sites with an additional package platform freed time on existing package and bundle sorting equipment to allow expanded bundle sorting opportunities.

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1	West Valley, AZ	12	Los Angeles, CA
2	Los Angeles ISC, CA	13	Industry, CA_2
3	North Houston, TX	14	St Paul, MN
4	Queens, NY_1	15	Columbus, OH
5	Royal Palm, FL	16	Oakland, CA
6	Richmond, VA	17	Industry, CA_3
7	Queens, NY_2	18	Denver, CO
8	Seminole, FL	19	Merrifield, VA
9	San Bernardino, CA	20	W. Sacramento, CA
10	Industry, CA_1	21	North Texas, TX
11	Indianapolis, IN		

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3. Please refer to the Postal Service's Responses to CHIR No. 2, question 17.

a. Please explain how changes to mail makeup and entry will improve mail flow and streamline operations for Periodicals.

b. Please explain what is meant by the phrase "bundle breakage" and how does its reduction lead to improved service performance results for Periodicals.

c. What actions has the Postal Service taken in accordance with its' "strong focus… on last mile impact with respect to Periodicals?"

d. The Postal Service stated that "the increased package volume competes for bundle processing machine availability." Please describe the decision process used to determine which mail is processed first on bundle processing machines.

e. The Postal Service stated that "[l]ess dense trays and containers have a greater risk of impacting service performance." Please explain how tray and container density relates to service performance.

f. Does the Postal Service wait until Periodicals trays and containers are full before commencing subsequent processing steps?

g. Please provide more detail about the "Kaizen events," including:

i. A list of the facilities where the Kaizen events occurred and the dates of each event; and

ii. The summary documents and action plans for each Kaizen event. If no summary documents were prepared, please describe in detail what the Postal Service learned from each Kaizen event.

h. The Postal Service uses the term "lean and continuous improvement tools." Please provide a description of each of the "lean and continuous improvement tools" that the Postal Service is referring to and explain how each of these activities will improve overall service performance.

RESPONSE:

a. For Periodicals, the April 2015 structure included a piece price for FSS Flats, bundle pricing to encourage scheme containers, FSS Scheme Sack and Tub prices, and FSS Facility Pallet, Sack and Tub prices.

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For Periodical Carrier Route flats in non-FSS zones, to support mail processing and delivery operations, pure pallets of 5 digit carrier route bundles were offered with no 5 digit residual bundles.

As of result of the changes for Periodical Mail in FSS zones, more volume can be isolated and processed earlier in the operational window for FSS processing as well as bypassing more costly upstream handlings.

As a result of the changes for Periodical Carrier Route flats in non-FSS zones, more volume bypasses upstream bundle and single piece distribution.

b. Bundle Breakage occurs during transport or processing of bundles when the mail does not remain intact as a bundle and must be handled as single pieces. When this occurs, the presort that the Mail Service Provider (MSP) has provided is lost. Single piece sortation increases the number of handlings, cost and time prior to finalization. Reducing bundle breakage eliminates this cost and would reduce the work in process time which leads to improved service performance.

c. Utilization of improved scanning and analytics enables the Postal Service to identify mailflow and delivery issues for specific post offices and put corrective measures in place to eliminate last mile failures. Mail Processing operations are focused on efficiently advancing volume to post offices prior to the schedule delivery to mitigate last

mile impacts. The Postal Service is also reissuing color code policy to ensure all mail is properly identified with the appropriate delivery standard.

d. Each mail class has specific arrival profiles and processing commitments in line with Critical Entry Times (CET) and Clearance Times (CTs) to meet the required service standards. Operating plans, which include the processing sequence, are developed based on projected volumes to align with volume arrival profiles, CETs and CTs based on downstream secondary processing requirements and service standard commitments.

e. Low density trays results in mail potentially losing its facing and alignment, making destination processing less efficient and more prone to rejects and missorts. Low density containers can be potentially mistaken for empty equipment or result in misroutings due to improper container consolidations.

f. Although full trays and containers are ideal, the Postal Service must in some cases, dispatch partially filled containers to meet scheduled transportation, operating plan requirements and service commitments.

g. i. Kaizen events were done in Boston MA, Brooklyn NY, San Juan PR, Cincinnati OH, Columbus OH, Denver CO, Detroit MI, Bangor ME, Fort Worth TX, Los Angeles CA, Miami FL, New Orleans LA, North Houston TX, Queens NY, Rocky Mount NC, St. Paul MN, Springfield MA, Phoenix AZ, Sacramento CA, St Louis MO, Dallas TX and Omaha NE. These events occurred in Quarters 2, 3 and 4. A list of specific dates is not available.

ii. Kaizen events were documented using standard A3 or project summary. Among the root causes identified were delays in the opening unit and tray sortation, mail not worked in First In First Out therefore impacting the Work In Progress (WIP) and transportation misalignment where certain destinations were arriving after Critical Entry Time therefore mail missing the processing window. Action items and solutions were identified and implemented in all facilities. Findings were also shared with other facilities to have them review their process and correct any isolated defects.

h. The Postal Service utilizes Continuous Improvement and Lean methodologies which rely on collaborative team efforts analyzing data to improve performance and systematically remove defects. Some of these tools are process flow maps, value stream maps, cause and effect diagram, pareto charts, process capability analysis, correlation analysis, control charts and gemba walks among others. The combination of these tools and analysis clearly identify the root cause, service defects and highest area of opportunity. In order to improve service performance, a clear understanding and identification of the root cause and supported by data analysis is needed to identify solutions and correct the problem.

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4. Please refer to the Postal Service's Responses to CHIR No. 2, question 18.

a. For each Tour 1, 2, and 3, please describe the work processes followed and the skills and/or knowledge needed to complete these process.

b. Identify differences in work processes, skills, and knowledge between Tours.

c. Explain why moving staff to a different Tour led to a decrease in service performance results.

d. Please describe how the table provided, which shows the percentage of employees working in Tours 1-3, demonstrates a *link* between staff realignment and employee education activities and the decrease in service performance results.

RESPONSE:

a. Historically, Postal Service operating windows dictated:

- Tour 1 focused on dispatches to delivery units, incoming processing and specifically on Incoming Secondary and Delivery Point Sequencing mail for delivery later that day.

- Tour 2 processes were focused on destinating mail arrival, non-preferential sortation, bundle processing and preferential primary operations.

- Tour 3 operations focused on priority arrival, clearing outgoing operations and finalizing incoming primary operations.

b. Clear differences exists between Tours in terms of the knowledge and skills needed to process the various classes and shapes of mail. For example, the feeding and sweeping methods used to process Delivery Point Sequencing (DPS) mail, are significantly different from the feeding and sweeping methods for other primary operations. Another example, Tour 3 employees engaged in outgoing operations must be familiar with 3

digit zip ranges across the country and modes of transportation, i.e. air vs. surface.

c. Approximately 22,000 bid changes took place in PQ2 and PQ3. The bidding associated with the operational changes not only affected tour and schedule changes, but allowed employees to bid to other job responsibilities and other functional areas within the bid installation as allowed in the national labor agreements. The tour realignment and reciprocal bidding for new schedules created ongoing job changes for several bid cycles as the vacancies were continuously created and filled. The churn in the labor pool associated with the overall operational changes, the learning curve associated with employees developing new skill sets, and gaining familiarity with new operational work locations created the service disruption experienced.

d. The table provided was intended to demonstrate the extent of bid changes between the tours. As discussed previously, the realignment of operations created the need to shift positions at the rate demonstrated in the chart. The resultant bidding lasted several months prolonging the staffing and skills disruption.

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5. The following question relates to the Postal Service's Responses to CHIR No. 2, question 19. Please explain the specific factors that led to the "[l]ack of service responsive aircraft capacity to support shifting volume" (*i.e.,* financial considerations, management constraints, etc.).

RESPONSE:

Lack of service responsive aircraft capacity to support shifting volume as a result of Phase 2 network rationalization caused capacity constraints. There was a significant increase in the volume of mail requiring air transportation due to the reduced transit time and earlier Critical Entry Time at destination. Changes in our network impacted both existing dedicated air network integrators and commercial carriers who were not able to totally fulfill service responsive capacity needs. Allocation of aircraft assets, airline crew scheduling, and lead time for scheduling capacity all attributed to the shortfall in air capacity.

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6. The following question relates to the Postal Service's Responses to CHIR No. 2, question 23. Please explain why service performance for many flat-shaped pieces has decreased from FY 2011 to FY 2015, while the percentage of mail processed using the Automated Parcel and Bundle Sorter has increased over the same time period.

RESPONSE:

ChIR No 2, question 23 asked the Postal Service to: "Please provide the percentage of Standard Mail Flats processed on the Automated Parcel and Bundle Sorter from FY 2011 through FY 2015, disaggregated by quarter." In response, the Postal Service provided a chart showing the percentage of Standard Flat bundles processed on the Automated Parcel and Bundle Sorter (APBS) as opposed to other sorters.

There is no correlation between the service performance for "many flat-shaped pieces" and the percentage of bundle processing that occurs on the APBS.

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8. The following questions relate to Responses of the United States Postal Service to Questions 1-4, 8, 11, and 13-16 of Chairman's Information Request No. 6, February 3, 2016, question 16.

a. Please identify and describe each factor that may lead to the exclusion from measurement of mail processed as Full-Service IMb.

b. What challenges does the Postal Service face in producing data disaggregated by product and service standard?

RESPONSE:

a. Information that describes the reasons that Full Service IMb mail is excluded from measurement can be found in the Excel attachment to this response entitled: ChIR.11.Q8a.Exclusion Description.xlsx.

b. For pieces which are included in measurement, the Postal Service is able to produce data disaggregated by product and service standard for the vast majority of mail. The exceptions are the very small portion of Standard Mail for which the electronic documentation provided by the mailers does not allow for the identification of the product, but does allow the Postal Service to identify the shape and the service standard. Those results are reported in the categories of Standard Mail Mixed Letters and Standard Mail Mixed Flats. Similarly, there is a very small volume of Periodicals Mail, representing less than 1 percent of measured volume in FY15, for which the determination of Within County or Outside County is not available. For mail not included in measurement, either Full Service IMb volume or the entire population of mail, the Postal Service does not have the information to determine both the product category and service standard of the mail in all cases. Information about the volume of mail in the entire population of mail is available by product, and is reported in Revenue, Pieces

and-Weight (RPW) reports. However, information about the volume of Full-Service IMb mail is not always captured at the product level. For First-Class Mail products and Package Services Bound Printed Matter Flats, the information is available through postage statements. For Standard Mail, the volume of Full-Service IMb mail is available by shape, but not by specific product. For Periodicals, information about the total volume of Full-Service IMb mail is available, but the individual product total volumes are not captured in Postal Service data systems.

Regarding service standards, for mailpieces which do not generate service performance measurement data, the exact service standard is often not known. To determine a service standard, information about the origin ZIP Code and destination ZIP Code are required. Additionally, for products within Standard Mail, Periodicals, and Package Services, the entry point for the applicable discount is needed in order to determine the appropriate service standard. For the population of mail which is not measured for various reasons, some portion of the necessary information to determine the service standard is regularly not available. The Revenue, Pieces and Weight Origin Destination Information System (RPW-ODIS) contains information about samples of mail taken at destination points in order to make estimates of mail volumes. The sampling process relies on information that is available based upon physical examination of pieces. For a large portion of Presort First-Class Mail and most Standard Mail, Periodicals, and much Package Services mail volume, the origin ZIP Code for sampled pieces is not available, make it impossible to determine the applicable service standard. This information gap

means that estimates of origin-destination volumes for this product set would be entirely unavailable for some products and incomplete as best on other products.

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9. Please explain how the implementation of load leveling could impact service performance results.

a. Which mail classes, products, and service standards are impacted by the load leveling initiative?

b. Please confirm that the Postal Service is able to identify and track mail pieces directly affected by load leveling.

i. If confirmed, please provide service performance results for those mail pieces (disaggregated by product, service standard, area, district, and quarter).

ii. If not confirmed, please discuss the challenges in identifying and tracking these mail pieces.

RESPONSE:

a. Standard Mail pieces that qualify for a Destination Sectional Center Facility (DSCF) rate and which are accepted on Friday or Saturday are impacted by the load leveling initiative. Standard Mail products impacted would include the following: High Density/Saturation Letters, High/Density/Saturation Flats/Parcels, Carrier Route, Letters, Flats, and Parcels. The service standards for the majority of pieces impacted by the load leveling initiative changed from 3-day to 4-day if the mail is accepted on Friday or Saturday. The exceptions are pieces going to U.S. Virgin Islands and American Samoa, which change from service standards of 4-day to 5-day. A small portion of Periodicals mail is also affected by load leveling, specifically pieces which are co-mailed with Standard Mail with entry at the DSCF. In such cases the Standard Mail service standard is applied to the co-mailed Periodicals pieces.

b. If the question is asking whether the Postal Service is capable of identifying DSCF Standard mailings that are entered on specific days of the week and are subject, for instance to a 3-day vs. a 4-day service standard, and then separately assess service

performance for such mail on the basis of whether a 3-day or a 4-day service standard applies, the answer is affirmative.

i. The file ChIR.11.Q9b.Attachment.xlsx contains the service performance results for FY15 for the subset of Standard Mail DSCF entry pieces with Friday or Saturday mail acceptance dates and with delivery dates in the reported quarters. The results have been disaggregated for the following products which accounted for more than 99 percent of the impacted mail: High Density/Saturation Letters, High/Density/Saturation Flats/Parcels, Carrier Route, Letters, and Flats. All pieces were measured against a Four-Day service standard, with the exception of pieces destinating to the Virgin Islands and American Samoa. In FY15 these two locations had a total volume of 2,030 pieces.

ii. N/A.

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10. With respect to Full-Service IMb-measured mail, please confirm that the Postal Service measures mail volume in proportion to the amount of actual mail volume originating from and destinating to a specific service area and district.

a. If confirmed, please provide the weights, in percent, that correlate to the overall service performance score for each product and service standard (*e.g.,* Capital Metro District accounted for 15% of the national score in Q2 of FY 2015 for Standard Mail Carrier Route 3-5 Day).

b. If not confirmed, please explain.

RESPONSE:

a.-b. Not confirmed. As outlined in the response to Question 8b of ChIR 11, the Postal Service does not have information about the total population mail volumes originating from and destinating to each District for every product. As a result, it is not possible to assess the extent to which the measured mail follows the distribution of all mail at the origin District-destination District level. For products which use Full-Service IMb-measured mail for service measurement, service performance results are based on the measured volume distributions. Following the example, if Capital Metro Area accounted for 15 percent of the measured volume in the measured period, it would comprise 15 percent of the national score for the period. There are some weighting adjustments, using population data about the products available at the national level. The quarterly service performance report files routinely provided to the Commission contain detailed information about the mail volumes and the weights in the aggregation sheets, and these reports show how lower level scores are aggregated to create higher level scores: for example, how Area and the National scores are calculated from the District level scores, and how annual scores are calculated from quarterly scores.